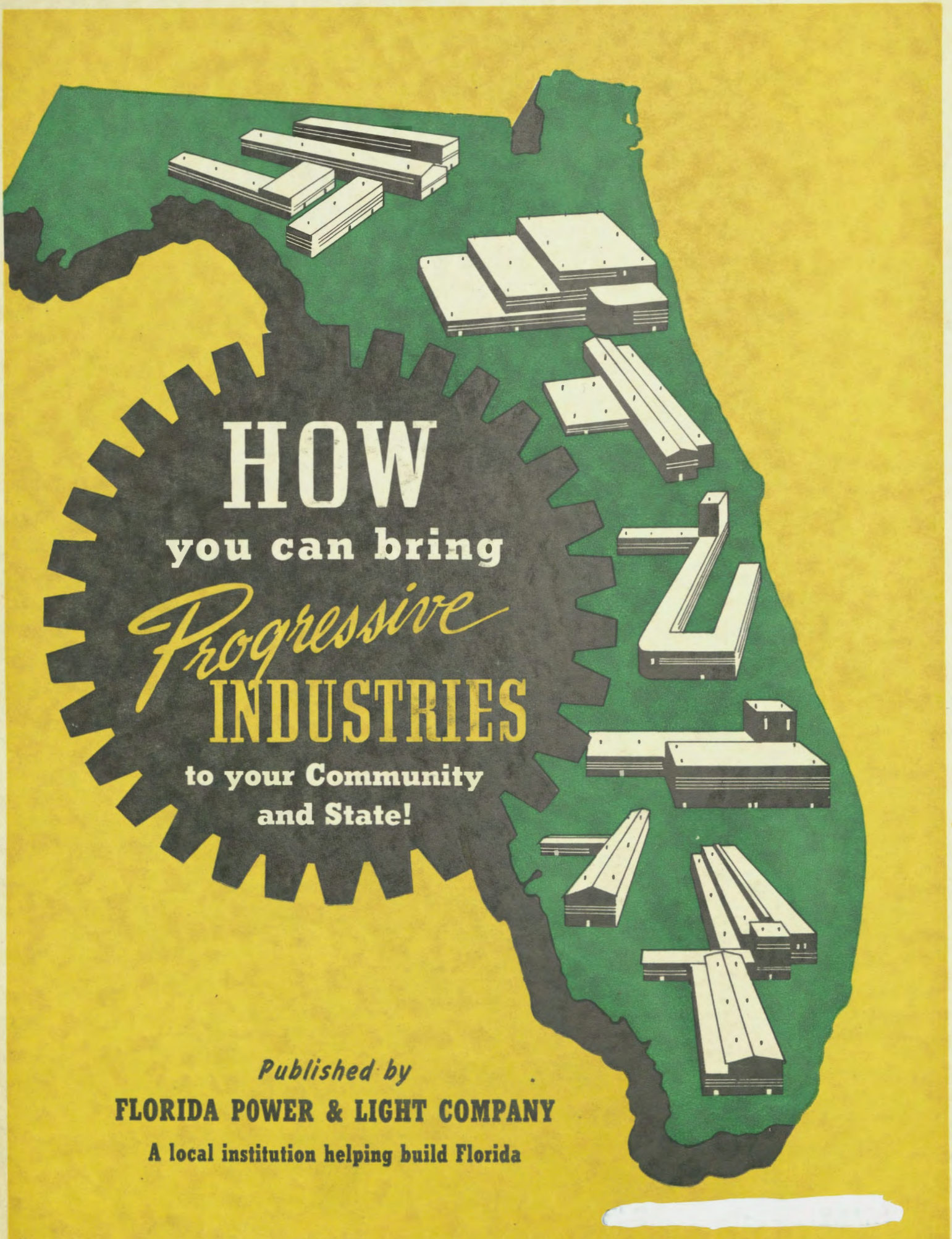


Published by

FLORIDA POWER & LIGHT COMPANY

A local institution helping build Florida

ACU1294

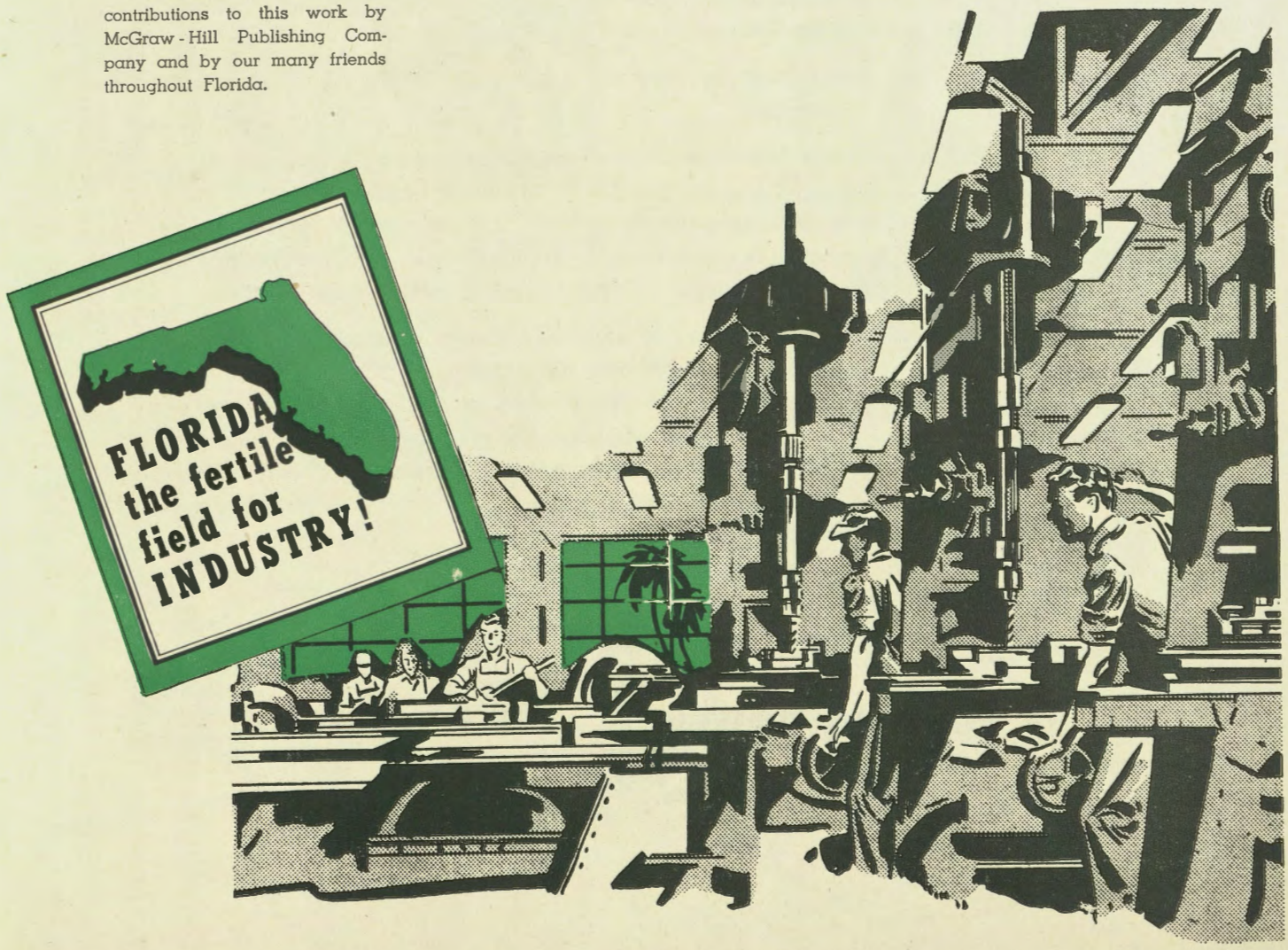
IF YOU HAVE A PROGRAM under way, or if you contemplate one, to attract progressive industries to your community, you will undoubtedly be interested in the findings in this booklet.

This material is a digest developed from programs of many communities and states, describing some of the methods they have found most effective in persuading business executives to locate new plants, branch plants, or factories in their areas.

We hope you will find it of help in making your program most effective.

ACKNOWLEDGMENTS

We gratefully acknowledge contributions to this work by McGraw-Hill Publishing Company and by our many friends throughout Florida.



A PRIVILEGE and AN OBLIGATION

One privilege and a unique characteristic of American citizenship imposes on each citizen the obligation of conducting his business, profession or trade so as to stimulate not only his own economic advancement, but also, and at the same time, that of all citizens.

Each good citizen serves best in this respect when the service he gives is in best accord with his position in the economic pattern of the community.

An electric utility company's position in this pattern, especially that of one serving hundreds of communities from an interconnected power system, affords it a natural opportunity to assist in the promotion of the industrial development of its service area. Hence, your Florida Power & Light Company, in August, 1944, began its promotional program for the industrial development of Florida.

The purpose of this program is to cooperate actively with the communities we serve in promoting their industrial development—in creating additional wealth through more extensive, profitable local employment of permanent residents in manufacturing products for sale in the local, state, national and international markets.

The immediate objective is to create, within the first five-year period following the war, new, productive manufacturing employment for 100,000 persons—an increase of 600% over such employment in the Company's service area in 1939.

This booklet, "How You Can Bring Progressive Industries to Your Community and State," is a part of that program.

Our industrial development advertisements are appearing in the state, national and international press. In Florida, there are literally thousands of persons — retired industrialists and business men—who have the "know-how" and the means to successfully establish and operate factories. It is our belief that many will do so if the real profit possibilities of doing so in Florida are uncovered and interestingly put before them.

Therefore, our advertisements, samples of which are shown in this booklet, are prepared from abstracts of available authenticated data and direct attention to the profit possibilities of specific types of industries. These meaty messages have already gained the attention of many. Attention alone will not create a single new industrial job, but a carefully laid plan for your community, instrumented by concerted action, will turn favorable attention into active interest, and crystallize that interest into progressive industries. NOW is the time for action.



FLORIDA POWER & LIGHT COMPANY



PROGRESSIVE AMERICAN INDUSTRY LOOKING TO THE FUTURE!

America has become a nation of specialists in the production of war equipment and supplies. Factories, machines — even labor — are all pointed and trained toward this one objective. Now that the necessity for this concentration no longer exists, Industry will find itself, in many cases, ill-equipped for efficient peace-time operation.

Vast readjustments will follow as manufacturers endeavor to lower costs and improve their competitive positions. Many producers of war-time material will seek locations more suitable for peace-time production. Many will want to replace obsolete factories and some will endeavor to solve their war-created labor problems by seeking new communities.

Specifically, some of the major problems which American industry now faces are:

1. NECESSITY OF INCREASING HUMAN EFFICIENCY

Wages and Salaries in 1939 (last Federal Census) were 22.6% of the total value of all products manufactured in the nation. The higher this increment, the more desirable the industry. In many types of manufacturing this increment is from 40 to 70%.

Wage and salary rates are higher today and may go higher. Increasing human efficiency is more essential today than ever before to meet competition. Human efficiency and contentment are inseparable. They depend on the health and comfort of the individual. Manufacturers must seek and find locations that afford ideal living and working conditions. Florida has no peer in this respect.

2. MARKETING NEW PRODUCTS

Thousands of new products are ready to come on the market as soon as conditions permit. Many of the companies which will produce these new products are not tied to any community by tradition, but will locate wherever the executives decide it is most advantageous.

Millions of people with high purchasing power from every state in the union and every country in the world spend time in Florida. New products made in Florida and sold in Florida first can be most quickly established in the national and international markets.

3. UNSETTLED LABOR SITUATIONS

Attractive war-time jobs in other localities may have caused local skilled-labor supplies to dwindle to the point where they are insufficient for peace-time operations. In those communities where the labor supply is adequate, bad war-time living conditions may cause a heavy exo-

dus as soon as manpower is allowed to move freely. The skills of certain war-time labor may also prove unsuitable for certain post-war production. Any of these situations might be sufficient to cause executives to seriously consider setting up branch facilities in some Florida community. Will it be your community?

4. PLANT OBSOLESCENCE

Many factories that were growing old at the beginning of the war will not be suitable for low cost production during the post-war period. Many that mushroomed with added war contracts now face the challenge of newer and more efficient plants. Whenever it is necessary to rebuild or modernize, management, in most cases, is on the alert for a more advantageous location.

5. DECENTRALIZATION OF INDUSTRY

The trend toward industrial decentralization which began prior to 1941 will now accelerate. Many manufacturers found that they were better able to meet competitive costs by building or acquiring branch plants, or by using sub-contractors in other localities, without moving the main plant.

6. UNSUITABLE WAR PLANTS

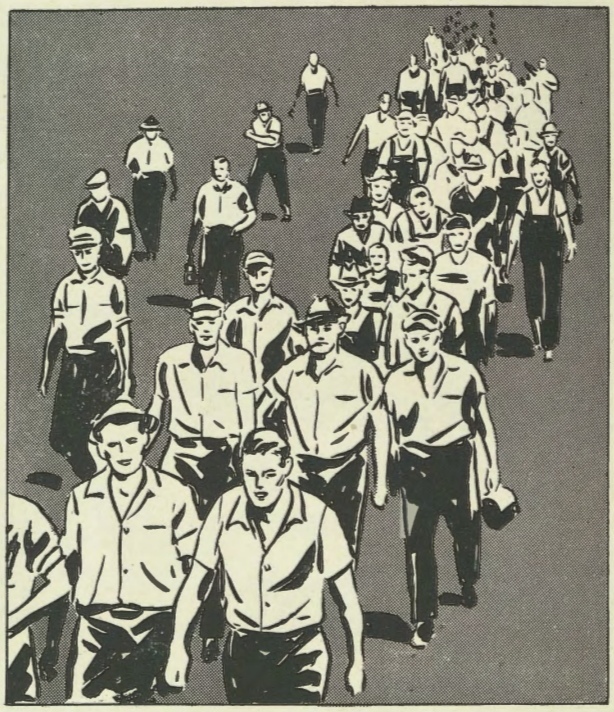
Many manufacturers whose factories or plant additions were built specifically for the manufacture of war materials, may now find these set-ups totally unfit for making peace-time merchandise. Other firms have so completely converted to war production that reconversion is more difficult and less efficient than starting from scratch in a new plant that can be built or purchased in a more strategic location.

7. PRESENT EQUIPMENT NEARLY WORN OUT

Fantastic war production quotas have required practically all plants to run over-time . . . some of them seven days a week. As a consequence, a lot of plant machinery, including elevators, overhead drives, piping and other operating equipment, is badly in need of replacement. Many manufacturers will take the opportunity to relocate parts of their operations in branch plants at the time they re-equip for peace-time production.

8. EXHAUSTED MATERIAL SOURCES

In some localities, the terrific demands of war production have dried up conveniently located sources of raw materials and reduced necessary



water supplies. This means that essential material for peace-time needs may have to be hauled long distances. Relocation of such factories will undoubtedly be considered.

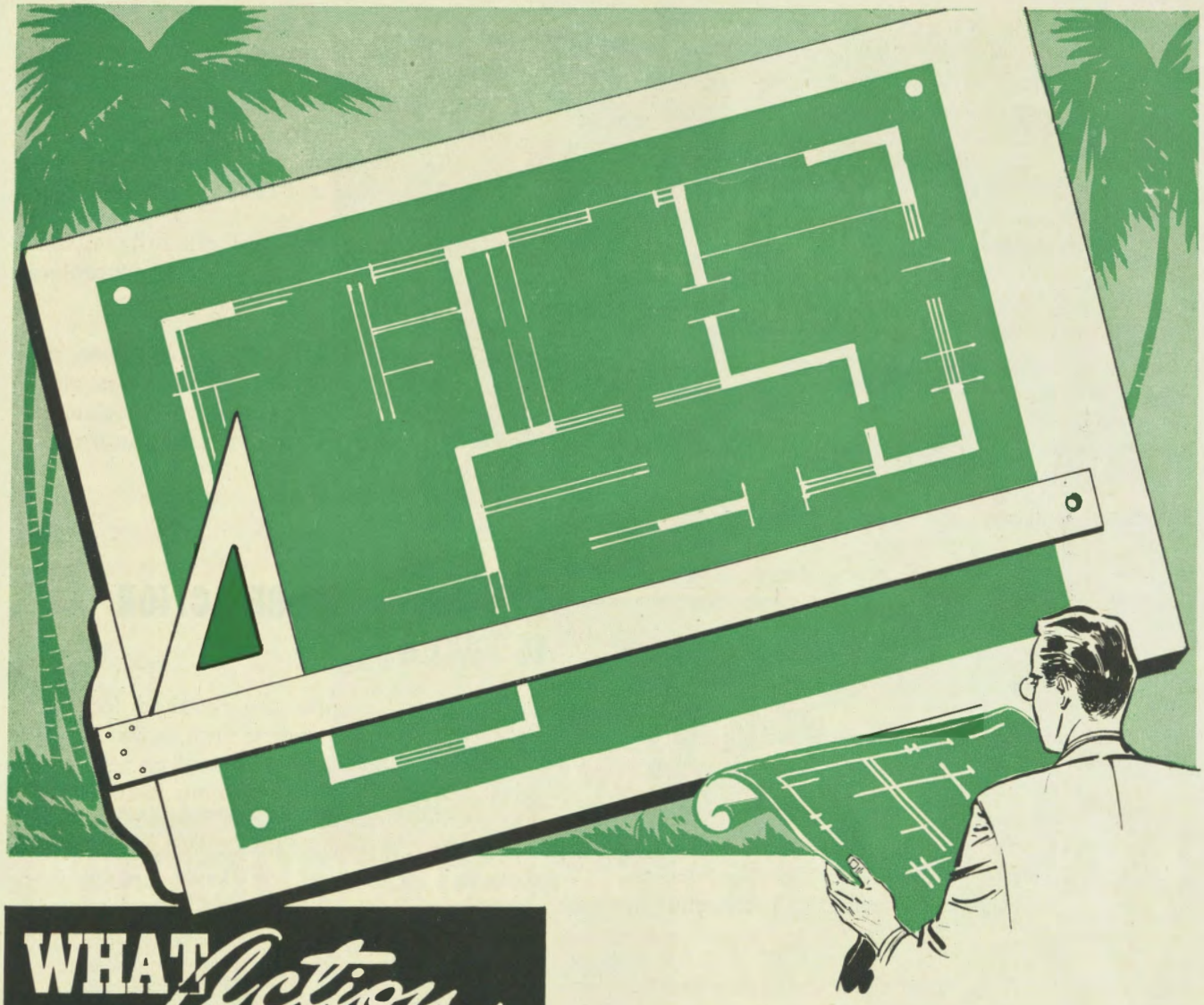
9. INSUFFICIENT WAREHOUSING AND TRANSPORTATION FACILITIES

The definite trend toward moving warehouses and distributing plants nearer markets will now be resumed on a larger scale than ever before. Nearness to better transportation facilities will also be an important reason for the post-war relocation of manufacturing plants, and especially the establishment of new assembly plants and warehouses.

10. UNREASONABLE LOCAL LEGISLATION

More and more manufacturers in their plans for meeting the competitive conditions that will prevail in peace-time operations are examining local legislation and tax structures of various states and communities, and their relation to future profits. This subject of a community's or state's attitude toward industry will become increasingly important as a determining factor in relocation programs.

Manufacturers have abandoned locations near to markets, raw materials and an abundant supply of skilled labor for locations less favorable in these important respects, because of unreasonable local legislation.



WHAT *Action* IS INDUSTRY PLANNING TO TAKE?

POSTWAR STUDIES

American Industry is well aware of the problems it must face in reconverting to a peace-time economy. They recognize that in making the products of tomorrow, many changes will be called for . . . changes that require the thorough analyzing of markets, production facilities, labor supply, sources of raw materials, and distribution channels.

Hundreds of individual manufacturers had already prepared—through months of research and study—detailed plans for meeting postwar conditions. Out of these studies are coming management decisions affecting every phase of the company's future . . . from the perfecting of a single new postwar item to a complete change of base for their manufacturing operations. Will they include in their studies the advantages of YOUR community?

PLANT RELOCATION AND ESTABLISHING BRANCHES A TIMELY SUBJECT

Reconversion will mean, for many companies, a relocation of plants and production facilities.

At the end of the war many executives find their factories outgrown, obsolete, unsuitable, with

present equipment worn out, and—in many communities—the local labor situation a big question mark. Few industrial plants, after years of operation, remain ideally located and often they are sprawling and inefficient, having grown haphazardly.

Consequently, right now, many manufacturers are considering the advisability of moving their factories, or the establishing of branch or assembly facilities. RIGHT NOW is the time to lay before them the advantages of your community.

INVESTIGATION DONE SECRETLY

When a company contemplates moving their business or opening a branch plant, that fact is usually surrounded with utmost secrecy. This may be done for any or all of three reasons:

1. In order not to stir up present employees who might feel that their jobs were in jeopardy.
2. To prevent competing concerns from becoming aware of the fact that a change may be made.
3. To avoid premature and largely useless solicitations by real estate owners, brokers, contractors, and others in the various prospective localities.

Obviously, therefore, no announcement of a contemplated change is made until after the final decision is reached.

WHO MAKES THE INVESTIGATION?

While the administrative executive is generally the one who approves the final decision to move to a new community, the responsibility for comparing one prospective location with another is shared by many executives in his company—the number depending on the size of the company. This group usually includes:

ADMINISTRATIVE EXECUTIVES — Directors, Presidents, Vice Presidents, Treasurers and Sales Managers.

These are the men who are interested primarily in profits—in the successful operation of the business regardless of its industry classification or location.

PLANT OPERATING OFFICIALS—Plant Operation and Production Officials, Vice Presidents, General Managers, Factory Managers, Works Managers and Chief Engineers.

These men are interested primarily in efficient and profitable production, regardless of industry classification or location.

CONSULTING ENGINEERS—These men are usually consulted on such problems as plant location, efficient plant layout and community advantages, in terms of individual plant operation.

HOW LONG BEFORE ACTION IS TAKEN?

Usually many months are required for discussions and meetings before final action is taken. Dozens of important matters must be reviewed in detail. Available power, banking facilities, labor supply, living and working conditions, legislative trends and property costs are only a few of the subjects. When data on these subjects is assembled, then pro and con facts for various states, localities and factory sites that have been brought to their attention are analyzed and weighed.

Many communities continue their campaigns over a period of years!

MANY ALERT COMPANIES ARE PLANNING THEIR FUTURE ACTION NOW!

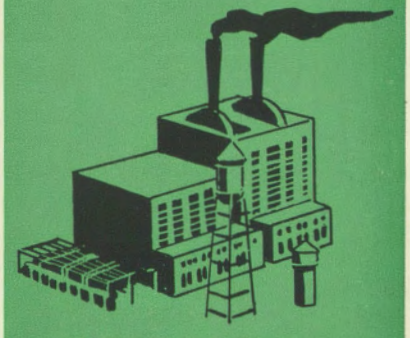


What will the location of a *New Industry* mean to your community?

Every new payroll dollar that comes to your community means greater prosperity . . . through more business, increased employment, physical growth and greater stability. Following are a few of the specific ways in which these factors will put extra money in the pockets of your growing community:

MERCHANTS	More food, drugs, clothing, house furnishings and other goods sold every day.
OFFICES	More floor space rented to provide for new services and increased help.
DOCTORS, DENTISTS, LAWYERS	Increased demand for professional services of all kinds.
BEACHES, THEATRES MOVIES, AMUSEMENTS	More people looking for recreation.
TRANSIT	More seats regularly filled in buses.
LABOR	Greater diversification means steadier employment.
HOTELS, RESTAURANTS	Benefit from an all-year-round increase in both local and transient business.
BANKS, LOAN COMPANIES	More commercial and private accounts for both deposits and loans.
CONTRACTORS . . .	More industrial, commercial and residential construction and maintenance.
NEWSPAPERS	Greater circulation and advertising revenue.
REAL ESTATE	Increased sale of industrial, commercial and residential property. Also increased property values.
RAILROADS	Improved passenger and freight service warranted by increased traffic.
FUEL	Greater demand for oil and other fuels.
AUTO SERVICE . . .	Increased sales of gas, oil supplies and services.
COMMUNICATION . .	Increased telephone, telegraph, teletype and radio communication service, warranted by increased traffic.
WAREHOUSING, TRUCKING	A greater demand for storage space and local transportation facilities.
PRESENT MANUFACTURERS . .	Lower taxes and greater stability of labor, by spreading the tax load.

and

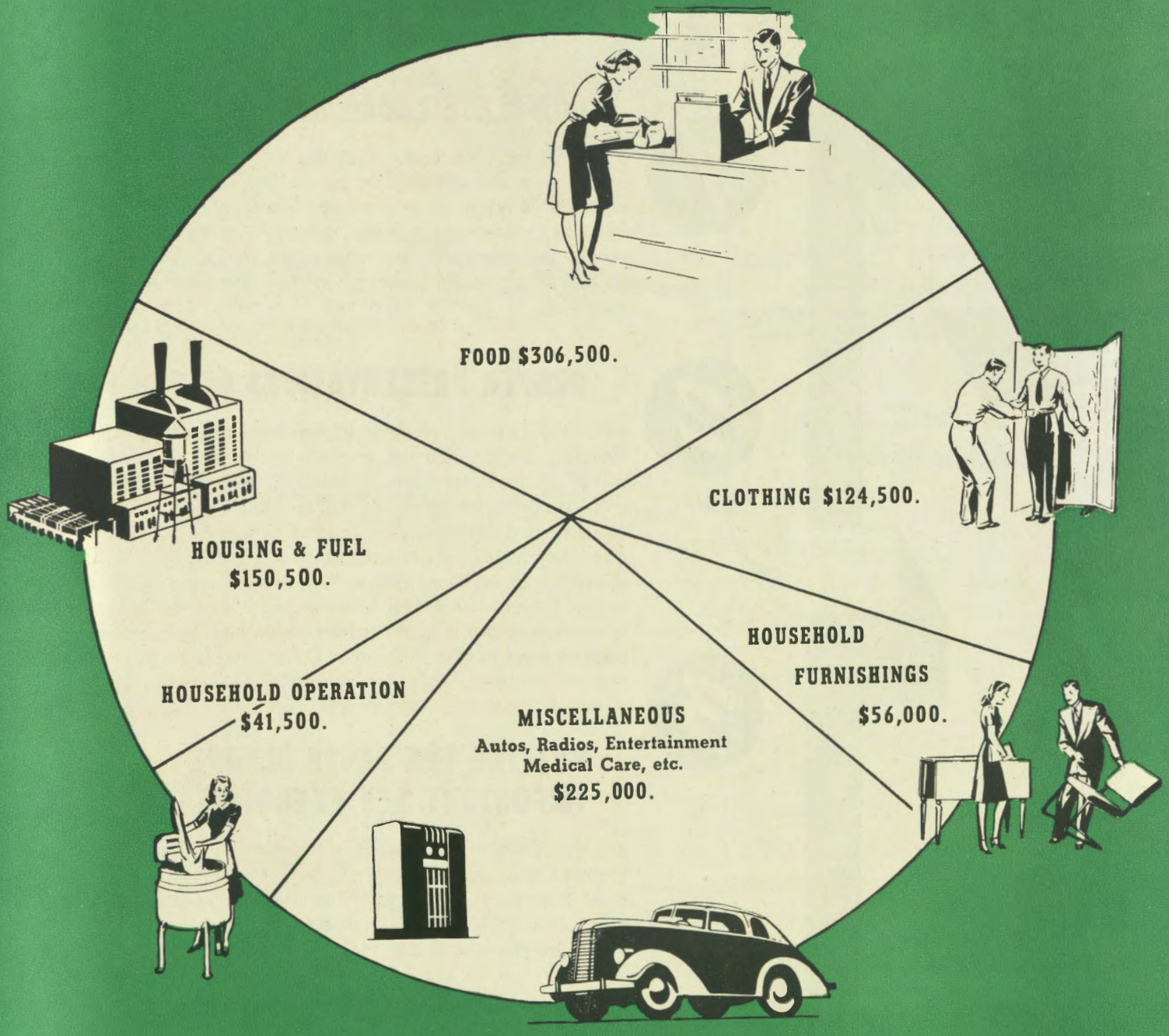


UTILITIES . . . **INCREASED DEMAND FOR RESIDENTIAL, COMMERCIAL, INDUSTRIAL POWER, AND OTHER SERVICES.**

IN DOLLARS and CENTS

here is what a new industry employing 500 people means to a community*

INCREASED CONSUMER BUYING TOTAL—$904,000 ANNUALLY



*Office of Price Administration, "Civilian Spending and Saving—1941-1942."

EVEN ONE NEW COMPANY can mean greater prosperity over a period of years for every one in a community!

THESE SUCCESSFUL PROGRAMS HAVE INCLUDED

THREE BASIC STEPS

IN THEIR PLANS FOR ACTION!



1 COMPLETE LOCAL SURVEYS

Communities have found that the first step in a program to attract new industry should be an analysis by a competent engineer of what the community has to offer, and, from this analysis, to determine what industry, or types of industry, should be solicited. This, unless the information is already available, is usually done by means of a local survey. (See pages 16, 17 and 18 for details of types of information.

2 PROPER PRESENTATIONS OF THE FACTS

Once the problem of determining the branches, or kinds of industry, upon which the greatest efforts are to be placed is solved by the information revealed in the survey, the development program becomes an active campaign to point out to industry and especially to special branches of industry the advantages of the individual town or locality.

Every bit of pertinent information should be available—and one of the most practical ways of presenting this information is to incorporate it in a booklet, pamphlet or brochure. The booklet need not be elaborate. But it should be in one package—a complete analysis of what the community has to offer.

3 PUTTING THE FACTS BEFORE IMPORTANT KEY EXECUTIVES

On the basis of experience and economy, the locality will want to reach and present its story to the right men in the right industries. This means the pointing out of the advantages to a highly selective audience—the men who actually make the plans and the decisions.

There are literally thousands of such men in Florida who have the manufacturing "know-how" and the money, but who have retired early to Florida because of unfavorable and artificial impediments encountered elsewhere.

HOW DO EXECUTIVES BUY?



Alert

AMERICAN INDUSTRY

BUYS PROFESSIONALLY

The men who run the country's industry are shrewd, hard-headed buyers who are accustomed to demanding—and getting—plenty of facts on which to base their decisions.

KIND OF QUESTIONS ASKED

"Will it cut production costs?" When they consider a new plant location they want every available fact that will enable them to decide whether the change will result in a better profit for the company. The most ideal location in the country carries no weight unless it is backed up with sound, decision-making information.

WHO DOES THE SELECTING

In progressive manufacturing establishments, the responsibility for making a major decision is rarely left in the hands of one individual. Instead, it is decided by a group of key executives. Because reaching a major decision usually takes considerable time, there is always the danger of a personnel change within the group during the investigation period. Therefore, it is important to keep the story of the community's advantages before the prospective company's executives.

IMPORTANCE OF ATTRACTING INDUSTRIAL LEADERS

There are many manufacturers who closely follow the moves that are made by the leaders in their industry . . . Thus a community that attracts an industrial equipment manufacturer will be likely to find out that it also becomes the home of many "parts" manufacturers who want to be near their major customer.

Some Reasons Given As To Why Industrial Plants Change Location

In order to acquire:

1. More favorable living and working conditions.
2. More favorable labor situation.
3. More favorable legislation.
4. Adequate labor supply.
5. Locations nearer to market.
6. Lower taxes.
7. Adequate power supply.
8. Location nearer to raw materials.
9. Financial cooperation.
10. More efficient layout for improved production.

IN PUTTING THE FACTS BEFORE IMPORTANT EXECUTIVES

THERE ARE 3 BASIC WAYS TO REACH THE KEY MEN WHO MAKE THE DECISIONS



PERSONAL CALLS

This method of calling the attention of the advantages of your community to all your prospects, while undoubtedly the best, may be too prohibitive in cost to reach more than a limited number. Personal calls by the leaders of your community should be used to follow through and complete final negotiations.



DIRECT MAIL

The method of reaching the individual prospects by letter, folders and booklets, pointing out the advantages of your community, can be used most advantageously on those prospects who have already expressed an interest in the possibility of locating in your area. However, direct mail, to reach all possible prospects, would be too expensive an undertaking for any community.



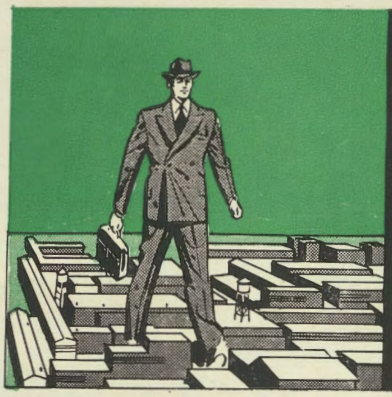
ADVERTISING

The most logical and efficient form of finding out a community's best prospects is through the use of publication advertising!

There are local and national publications, such as newspapers and magazines, which are general in scope and coverage, and industrial and business publications which concentrate on specific groups of business executives.

Local newspapers will reach especially those thousands of prospects already living in or visiting Florida.

Business and industrial publications are the guide books by which industry lives—direct sources of valuable and authoritative business news and know-how information. Through articles and advertisements in these publications, industry's key men—presidents, general managers, sales managers, plant executives and engineers—keep posted on, and in touch with, all of the developments, trends, products and processes that make for more efficient business and manufacturing operations.



Here is what *Alert* Florida communities are doing to *Attract Industry!*

SETTING UP DEVELOPMENT PROGRAMS

A large number of communities throughout the nation, and many in Florida, already have well defined plans for action. In developing these plans, two booklets—"A Procedure for Community Postwar Planning," by the Committee for Economic Development, and "Community Action for Postwar Jobs and Profits," by the U. S. Department of Commerce—proved most helpful to many of these communities. Florida leads the nation in the number and quality of community Chambers of Commerce, business and civic organizations. These organizations afford a wealth of outstanding business and civic creative leadership.

MAKING ONE INDIVIDUAL RESPONSIBLE

To assure the success of your community's program, one individual should be appointed the nominal head, responsible for the development and execution of the program. This individual will be the one to whom all communications of industry are directed. He will have at his finger tips the answers or the means to obtain the answers to the technical questions regarding specific problems about which industries are likely to request information. This one individual is the nucleus around which the entire program will revolve.

SELECTING COMPETENT ENGINEERING COUNSEL

The professional engineer is an essential ingredient in American manufacturing. He understands it, because he has developed the processes that have placed this nation in a unique world position. Selection of competent engineering counsel for the formation of a program and in the discovery of the community's real industrial advantages is essential to success.

SELECTING COMPETENT MARKETING AND ADVERTISING COUNSEL

Selecting competent marketing and advertising counsel has proved of major importance in developing and presenting sound programs to key business executives. For this reason many community committees will find the advice and services of Florida advertising agencies of great help in planning and executing their campaigns. Experienced advertising men know markets. They know how to present facts about the community's advantages in the most advantageous way. They have an intimate knowledge of the most direct and efficient means to be used. Their counsel is of inestimable value.



IN MAKING LOCAL SURVEYS, MANY COMMUNITIES CONSIDER SEVEN FUNDAMENTAL FACTORS THAT INFLUENCE PLANT LOCATION!

Here are listed the major factors upon which many progressive communities have successfully based their appeals to industry. These have been collected from communities and are presented in a series of questions that are indicative of the kind of information industry requires from locality surveys.

- **They are offered merely as suggestions—as possible checks for you to use in comparing your own activities along this line.** ➡

Local Surveys *Should* Answer Questions *Like These!*

You may want to √ check those questions that have not been included in your present program.

1. LIVING CONDITIONS

The facilities for good living in a community are of major importance to manufacturers considering relocation. Information on the conditions in and around your community are important.

(1) What new housing facilities are or will be available?

(2) What is the scale of rentals?

(3) What are the transportation facilities from the residential districts to present or prospective industrial areas?

(4) What kind of and how many churches are in the community?

(5) What are the standings of the grade schools and high schools?

(6) What are the police and fire protection facilities?

(7) What outdoor recreational facilities are available?

(8) How good is your year 'round climate?

2. LABOR

For all products manufactured in the country in 1939, the ingredient of Salaries and Wages was $22.60 per $100 worth of products.

It is essential that all data affecting labor, either directly or indirectly, be included, and any circumstances peculiar to a particular locality set forth in detail. Increased human efficiency is essential to successful manufacturing.

(1) Do you have an adequate supply of labor?

(2) What kind of labor is available?

(3) What are the wage scales for various job classifications?

(4) How many war workers and service men will return to your community?

(5) What is the attitude of your local population towards industry?

(6) Will labor from industrial centers be interested in living and working in your community? Why?

3. RAW MATERIALS

Raw materials are important. For all goods manufactured in 1939, the ingredient of Materials and Supplies was $53.20 per $100 worth of products.

Complete data should be provided, not only on the materials that are available in their crude or natural state, but also on those which have passed through some processing and can be subject to further processing. But remember that even when raw materials have to be shipped in, this additional cost may be more than offset by increased human efficiency—increased production per man-hour. This is especially so for products having a high ingredient of Salaries and Wages.

(1) What raw materials are available in or near your community in a crude state?

(2) What raw materials are available in a semi-finished state?

(3) What unusual raw materials are available, with particular reference to their relative importance in specific industries?

4. MARKETS

Florida has the fastest growing permanent population of any state in the union. The rate of growth of population in many parts of the state was retarded by the war. Its rate of growth in the post-war years will be greatly stimulated by the present "deficit" in population growth.

Informatory statistics concerning the local market's wealth, the manner in which it is distributed, and trends that indicate probable future developments are essential.

(1) What are the total sales figures for principal lines of manufactured goods consumed in the local market for 1910, 1920, 1930 and 1940?

(2) How many and what kind of wholesale and retail outlets are there in the local market area, to sell the goods of a manufacturer who might locate in your community?

(3) How many manufacturers in the various classifications of industry are in your community? Number of employees? Value of raw materials purchased, by classification?

(4) Describe your local and regional markets for consumer and industrial goods.

5. TRANSPORTATION

Transportation is an extremely important factor because it has a very tangible effect on the cost of raw materials being purchased, the ability of workers to get to their jobs, and the removal of a product to its potential market.

(1) What trunk line railroads, airlines and highways serve your community?

(2) How many passenger trains serve your community daily?

(3) How many freight trains daily serve your community?

(4) How many truck lines serve your community, and what is the extent and frequency of service?

(5) What waterway transportation serves your community?

(6) How about local transportation for workers?

6. POWER

In 1939, purchased power cost was only 82c per $100 worth of manufactured products.

Power is the life-blood and nerve stream of manufacturing. There must be an immediately available source of an abun-

dant supply of dependable power. Florida Power & Light Company's interconnected system of super-power plants assures to any manufacturer sufficient dependable power for present development and future expansion. Power-wise, Florida is now ready for its industrial future.

(1) What capacity of power is available?

(2) Is power supply available from more than one plant, from more than one direction?

(3) Is power company active in industrial development?

(4) Is power company under efficient management?

(5) Is power cost reasonable?

7. LEGISLATION AND TAXES

Certain industries are more affected by legislation and taxation than by any other factors. It is of extreme importance that this subject be investigated completely in your survey.

(1) What local, state, regional laws affect industry in your community?

(2) What taxes are levied on industry in your town, county and state?

(3) What is your basis of assessment?

(4) How heavy is corporation taxation? What are the rates?

(5) Are there any laws permitting or prohibiting tax exemptions or adjustments in favor of manufacturing concerns?

(6) What is the state and local bonded indebtedness?

8. MISCELLANEOUS INFLUENCES

Additional data, in many cases, are necessary, and here are a few questions covering some of such subjects.

(1) Brief geographical sketch and history of city.

(2) Form and attitude of city government

(3) History of growth

(4) What are the source, capacity and quality of the community water supply?

(5) What percent of existing water capacity is being utilized?

(6) What is the annual water consumption and the range of costs?

(7) What are the year 'round climatic conditions?

(8) What are the banking facilities?

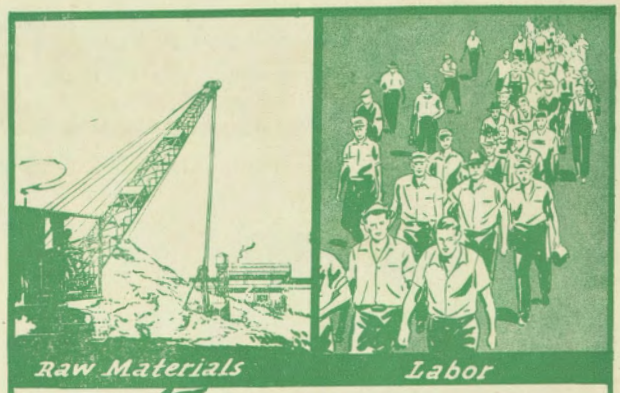
OF SPECIAL IMPORTANCE

(1) What branch plants of companies located elsewhere have been established in your community?

(2) What factory sites are available now?

(3) What factory buildings are available?

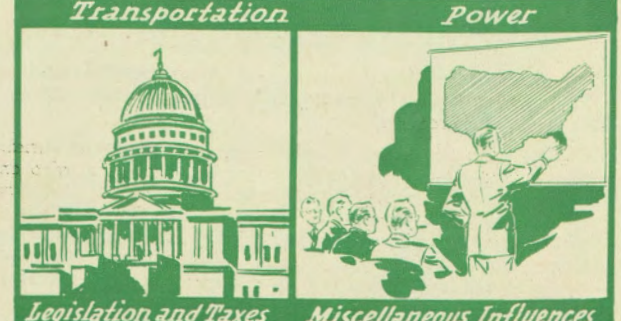
(4) What present plants, producing war materials, will be available at the termination of war contracts?











NOW...?

WHAT ARE YOU GOING TO DO ABOUT IT

WE ARE ANXIOUS TO WORK SHOULDER-TO-SHOULDER WITH YOU.

FLORIDA POWER & LIGHT COMPANY


FLORIDA
the fertile
field for
INDUSTRY!